



The Task Force for Business and Stability Operations *Enabling Security through Economic Opportunity*

Iraq Final Impact Summary

The Task Force for Business and Stability Operations (TFBSO) was established in June 2006 to revitalize and stabilize Iraq's economy and to create jobs for the Iraqi people. Over the next four and a half years, the organization deployed more than 600 business leaders, engineers, subject matter experts, and accountants to work in partnership with Iraqi business and engineering professionals in every province of the country. As a temporary organization created to fill the gap between military and development operations, TFBSO served as a "red zone" operation, with more freedom of movement amongst the Iraqi government and people than traditional US civilian government departments. As such, TFBSO, de facto, served as the primary tactical economic development resource for the U.S. mission in Iraq. In alignment with the planned transition of Department of Defense activities to the Department of State and to the Government of Iraq, TFBSO ceased operations in Iraq on 31 January 2011. The following information captures highlights of impact and specific achievements accomplished by the Task Force in partnership with Multi-National Force-Iraq and United States Forces-Iraq.

Private/Foreign Direct Investment:

- TFBSO facilitated over \$8 billion in private investment commitments to re-opened state-owned enterprises across all regions of the country.
- The Task Force hosted and facilitated business engagement by more than 200 private investors and international corporate representatives, half of whom initiated business activity in Iraq.
- The Iraq National Investment Commission (NIC), established by TFBSO in partnership with the Government of Iraq, issued more than \$2 billion in investment licenses for new business development to private investors and companies.
- TFBSO facilitated over \$500 million in private commercial real estate development proposals and transactions with international investors in Baghdad, Anbar, Karbala, Najav, and Basra provinces.

Banking and Financial Networks:

- TFBSO established automation and electronic funds transfer capabilities at 233 private Iraqi bank branches across Iraq.
- Visa, AMEX, and MasterCard services and point-of-sale devices are now available throughout Iraq, brought into the country and online via TFBSO programming.
- TFBSO private banking development programs enabled removal of more than \$2 billion in cash from the battlefield during active military operations, increasing security and traceability of financial transactions, and undermining insurgent financing.

Industrial Revitalization:

- Through TFBSO initiatives, 66 factories within 41 state-owned corporations—ranging from cement plants to food processing operations and textile mills to electronics and heavy industrial equipment—were restarted or increased production.
- Over 100,000 professional employment positions were restored as a result of TFBSO industrial revitalization efforts. Restarting the means of employment for thousands of Iraqis helped restore normal

economic activity to local communities and private sector businesses dependent on large industrial operations for secondary and tertiary economic activity.

- More than 200 factory managers were trained by TFBSO private sector business experts in modern business plan development, marketing, and supply chain management.
- In partnership with the Ministry of Industry, TFBSO facilitated the tender of 40 high-potential factories for private investment, launching this process at a TFBSO-funded and managed conference in Dubai in 2008. These introductions and tenders led to private investment in joint ventures with 13 factories by the end of 2010.

International Corporate Development:

- The Task Force, through its business development support and corporate incubator facilities, enabled dozens of multinational companies to initiate operations and/or business relationships in Iraq.
- This business effort was to reconnect war-torn and sanction-impacted Iraqi companies and business leaders with the global commercial community. Companies from the United States, UK, Germany, Italy, Japan, South Korea, Turkey, Qatar, and the UAE received TFBSO support to establish corporate presence in Iraq.
- Notable companies include Boeing (commercial aircraft and aviation services), General Electric (electrical power turbines), Case New Holland (tractors), Microsoft (information technology), Google/YouTube (information technology), Honeywell (industrial automation), Daimler Benz (truck assembly), Mitsubishi (heavy industry), Samsung (heavy industry), STX (heavy industry), Valmont (irrigation), John Deere (irrigation), ABC Home Furnishings of New York (hand-woven carpets), and Harrod's of London (hand-woven carpets).

Iraqi Private Sector Development and Stimulus:

- TFBSO launched the Iraqi First Program to enable DoD contracts to be directed to local businesses, creating direct economic stimulus for the Iraqi economy (in partnership with Joint Contracting Command – Iraq, now CENTCOM Contracting Command).
- The Iraqi First Program enabled more than \$6 billion in contracts to be awarded to more than 4,400 private Iraqi companies for large and small items including aircraft, hospital equipment, electrical turbines, and key infrastructure such as roads, bridges, and municipal facilities.
- TFBSO hosted and introduced the Overseas Private Investment Corporation (OPIC) to Iraq, facilitating the first OPIC-financed project and hosting OPIC leaders for multiple visits and meetings with Iraqi officials and business leaders.
- TFBSO hosted and reintroduced the Export-Import Bank of the United States (EXIM Bank) to Iraq to facilitate the reopening of Iraq to EXIM qualification for US exporting financing.
- TFBSO hosted and facilitated direct business engagement for five major US Chamber of Commerce business delegations over a four year period, as well as assisted in organizing US Chamber of Commerce events in Washington DC for Iraqi officials.

Budget Execution and Procurement Assistance:

- The TFBSO Procurement Assistance Center (PAC) supported the transparent execution of more than \$10 billion in Iraqi government procurements.
- The PAC wrote, in support of the Ministry of Planning, the 2008 procurement implementing regulations – applying seven key changes and ministerial thresholds enabling transparency and budget execution efficiency.
- The TFBSO PAC served as the principal advisor to the Government of Iraq (GOI) and the Kurdistan Regional Government in the area of investment law and regulations from 2007-2009.
- Embedded within ministries outside of US compounds, the TFBSO PAC trained over 200 GOI personnel in “on-site,” on-the-job budget execution, financial management, privatization, leadership, governance, and negotiation.

Agricultural Revitalization:

- TFBSO established an industrial greenhouse manufacturing plant in Iskandiriyah and then distributed hundreds of industrial greenhouses to every province of Iraq. These greenhouse operations, sold via low-interest loans to Iraqi subsistence farmers in a program established by provincial governors, resulted in the establishment of hundreds of private produce cultivation businesses across Iraq.
- TFBSO initiated a field agricultural initiative involving more than 30 faculty and staff from US universities including the University of California-Davis, Texas A&M, Kansas State, Oregon State, Iowa State, Michigan State, Penn State, and Auburn.
- TFBSO-sponsored faculty worked on farms surrounding Baghdad and in Central, Northern, and Western Iraq, developing comprehensive agricultural strategies and plans incorporating modern methods and technologies consistent with local climate and soil characteristics.
- TFBSO agriculture initiatives resulted in the establishment of dozens of cooperative farm organizations, farmers markets, and technology transfer initiatives with local universities.
- TFBSO funded 38 Iraqi agronomists from nine provinces to attend American universities to pursue graduate studies in various agricultural disciplines.

Mineral and Water Resources:

- TFBSO re-established the presence of the United States Geological Survey in Iraq, teaming with USGS to perform mineral and water resource surveys in the western desert and Kurdish Region, and facilitating the renewed partnership with the Iraqi Geological Survey.
- Conducted mineral resource investigations focused on Anbar Province and the Kurdish Region, including the recovery and re-processing of previously unavailable geophysical data.
- Evaluated the quantity, quality, and availability of surface and groundwater in Iraq for the purpose of supporting economic development.
- Trained Government of Iraq and Kurdish Regional Government officials in joint workshops on the installation and monitoring of an agrometeorological network deployed through 17 provinces in Iraq.